

**NEPEAN YOUTH ACCOMMODATION  
SERVICE INCORPORATED  
("NYAS")**

**2005 ANNUAL REPORT**

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## **Nepean Youth Accommodation Service Incorporated Annual General Meeting 6 December, 2004**

The Annual General meeting commenced at 12.20 pm and was opened by the Chairperson Mr. Anthony Spain.

**Apologies:**

Mike Burden and Maree Armstrong – Ley. Accepted.

**Attendance:**

Anthony Spain, Tracey Weir, Catherine Spain, Rodger Kroon, Siegfried Kunze and Joe Magri

**Previous minutes:**

The minutes from the 2003 Annual General meeting were tabled and accepted.

**Reports:**

The Annual Report and the Financial Report were tabled and accepted.

**General Business:**

Rodger Kroon refers to the entry in the annual report that gives special recognition to Maureen McGee, our previous bookkeeper, for all her years of hard work.

**Nominations and election of office bearers:**

Anthony Spain nominated Rodger Kroon for Vice Chairperson  
Seconded by Siegfried Kunze.

Rodger Kroon nominated Siegfried Kunze for Treasurer  
Seconded by Anthony Spain.

There were no nominations for Secretary.

Siegfried Kunze nominated Anthony Spain for Chairperson  
Seconded by Rodger Kroon.

In the absence of any other nominations being received, the positions for Chairperson, Vice Chairperson and Treasurer were declared filled.

The Management Committee welcomed Joe Magri as the new Manager of NYAS.

The Management Committee thanked Tracey Weir for her efforts whilst in the position of Acting Manager throughout the year.

**Meeting closed:** 12.35pm

## NYAS - VISION, AIMS AND VALUES

Nepean Youth Accommodation Service (“NYAS”) is a community based, non-government organisation providing crisis and medium term accommodation and support services to homeless young people in the Nepean District.

As a partnering agency with the Department of Community Service (“DoCS”), NYAS operates under the Supported Accommodation Assistance Program (“SAAP”), which is a joint State/Commonwealth Government initiative providing funding for services to help young people who are homeless or at risk of homelessness. The program is an important component of DoCS’ early intervention strategies that aim to support the development of sustainable families.

NYAS is governed by a community based Management Committee, overseeing the work of the Manager and eight permanent staff.

NYAS has been operating in the Nepean District since March 1989 (when it was first incorporated as Penrith Youth Refuge) and today operates the following services: Penrith Youth Refuge (crisis refuge), Dulkara (young males), Willow Tree (young pregnant females) and an Outreach Support program.

### **NYAS Services**

#### ***Penrith Youth Refuge***

Case managed crisis support for young people aged 14 years and 9 months to 17 years of age. It provides short-term accommodation, assessment and referral services. The emphasis, where possible, is on family restoration.

#### ***Dulkara***

Semi-independent case managed accommodation to young males aged 16 to 19 years. Emphasis in on promoting self reliance and independent living.

#### ***Willow Tree***

Semi-independent case managed support and accommodation for young pregnant females aged 16 to 19 years. These mothers and their babies live at Willow Tree for approximately six months after the birth of their baby whilst alternative housing options are sought.

#### ***Semi-Supported Units***

Ongoing case management in self supported / unit style accommodation for males and females aged 16 to 25 years who demonstrate competent living skills and a degree of self reliance.

#### ***Outreach Support***

Access to a range of specific support services to young people aged 16 to 25 years as prescribed under SAAP.

## **Vision**

*To provide safe and secure accommodation options for homeless young people in a non-judgemental way that seeks to restore family relationships, where possible, and promote self reliance.*

## **Aims**

To provide short term crisis accommodation, semi-independent medium to long term accommodation and transitional accommodation to young people who are homeless.

To provide outreach support for those who have lived in supported accommodation and/or who are at risk of homelessness.

To ensure that those who use the services of NYAS are resourced in ways that can improve their social and economic well being.

To work with other youth accommodation services so that a comprehensive approach to addressing youth homelessness can be developed.

To promote greater community awareness on the issues of homelessness, especially as they impact on the local young people.

## **Service Values**

### ***To meet the needs of our community***

To provide accommodation for homeless young people in the Nepean District. We undertake this service in a caring way that is safe, supportive and non-judgemental. We respect their independence and confidentiality.

### ***To meet the needs of our staff***

Our staff are a vital and valued component of our service. It is through their efforts that we can achieve our vision. At the core of our values is integrity, team work, ethics and responsible behaviour.

### ***To meet the requirements of our funding provider***

To continue to provide accommodation services we must meet certain performance measures and achievements against objectives. This is a requirement from DoCS. We believe in providing a quality service that meets the needs of both young homeless people and DoCS.

## MANAGEMENT COMMITTEE REPORT

It is my pleasure to present the 2005 Annual Report on the activities of NYAS. The year has been marked by a number of changes and developments. Cardinal John Henry Newman once said that *“To live is to change, and to be perfect is to have changed often.”* While NYAS has undergone some significant changes in its operations and management over the year, we believe that future changes will be more gradual but necessary in order to achieve a level of industry best practice.

### **Management Committee Changes**

The Management Committee would like to acknowledge the contribution made by Anthony Spain, former President and Chairman of NYAS. Anthony joined the Committee in August 2003 and served as its Chairman for one and a half of those years. His knowledge of the industry and legal matters has been invaluable. The Committee wishes him every success in his studies.

The Committee also acknowledges the contributions made by Rodger Kroon, former Treasurer and Vice President of NYAS. Rodger joined the Committee in October 2003.

We welcome a number of new members who joined the Committee during the year - Juanita Winks, Brian Brainwood and Chris Laurie. These members bring with them new enthusiasm and a balance of industry based knowledge and business acumen. We look forward to working together with them in managing, developing and promoting the activities of NYAS.

### **Strategic Direction**

The appointment of Joe Magri as Manager, NYAS in January 2005, brought with it the opportunity for management and staff to further develop and implement the strategic plans for NYAS. Joe and his staff have held a number of meetings looking at complementary extensions of services to existing programs.

During the year a number of applications were made for funding of additional programs and although we were not successful, we are confident that the direction being taken will increase the level of service coverage for homeless youth in the Nepean District.

We are also pleased with the results from the introduction of a new accounting system, the statistics on clients and monthly reporting. The implementation of a new telephone system and the networking of our computers in the last half of the year will further improved overall operating efficiency in the coming year.

### **Accommodation Services**

NYAS continued to offer three accommodation services as well as the Outreach and Brokerage services. During the year some 128 clients were accommodated, an increase of 26% on last year. Enquiries for assistance also increased by 9% to 697 over the year. Some 103 enquirers for crisis accommodation were not able to be housed because there were no vacancies. This is a significant number and the Committee and Management are addressing this for 2006.

### **Funding from DoCS**

In mid July 2005, our funding arrangement with DoCS under SAAP V, was renewed for a further period of two years to June 2007. This will ensure that the operations of our existing programs will continue while the State and Federal governments finalise their respective funding contributions.

In April 2005, DoCS withheld some \$37,768 of funding for NYAS based on the Accumulated Surplus for 2004. This action consequently led to NYAS reporting an Operating Deficit of \$27,365 for 2005. We have held a number of meetings with the local DoCS office pointing out that the amount withheld was not surplus but integral to our operations. The matter is currently before the Minister of Community Services and the Director General of DoCS for resolution. We are confident in the basis of our claim and of a successful outcome.

The Committee is grateful to the management and staff at DoCS who not only provide us with the funding but also with guidance and experience. We look forward to their continued support in the year ahead.

### **Management and Staff**

The Committee would like to thank management and staff for their cooperation throughout the year as we introduced new policies and procedures, and systems and processes that we believe will improved our service delivery to clients. In saying this, we are acutely aware that there is still a great need within our district for crisis and short term accommodation in the many forms offered by a variety of agencies. We will continue to look at ways of addressing these needs with our management and staff.

Siegfried Kunze  
President  
Management Committee

## Summary of the Financial Results for 2005

The introduction of a new accounting system in 2005, with its improved chart of accounts and a greater level of accountability, has already begun to show benefits with improvements in some cost categories. However, given the aggregated level of reporting in prior years, detailed comparisons over the two periods are not always available.

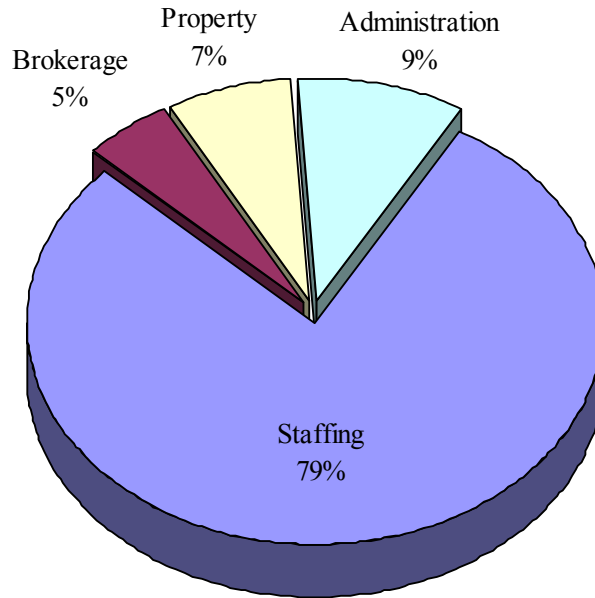
	2005	2004	% Change
Income			
• DoCS funding	463,235	509,924	-9.2%
• Other	21,218	12,231	73.5%
<b>Total Income</b>	<b>\$484,453</b>	<b>\$522,155</b>	<b>-7.2%</b>
Expenses			
• Staffing	401,714	376,878	6.6%
• Brokerage / Client Services	25,984	42,209	-38.5%
• Property	35,076	25,288	38.7%
• Administration	49,043	46,180	6.2%
<b>Total Expenses</b>	<b>\$511,818</b>	<b>\$490,554</b>	<b>4.3%</b>
<b>Net Operating Deficit</b>	<b>\$27,365</b>	<b>- \$31,600</b>	<b>-186.6%</b>

The financial position of NYAS for the year ended 30 June 2005 was materially impacted by the decision of DoCS to withhold \$37,768 in funding. The basis of determining the amount withheld is the subject of further discussion with DoCS and the matter is currently under review by the Minister of Community Services and the Director General, DoCS. As a consequence of this, NYAS reported a deficit of \$27,365 for the full year ended 30 June 2005. Notwithstanding the amount withheld, we believe that NYAS will have sufficient cash resources to continue its operations over the next year.

During the year 96% of our total funding came from DoCS Grants through their SAAP and Brokerage services. The remaining 4% came from Other Sources, the vast majority of which was rental contributions from clients.

On the expenditure side of the ledger, our largest cost remains Staffing which accounts for a little more than 79% of all expenses (77% last year). During the year we employed 9 full and part time permanent staff to manage and operate the accommodation services. In addition, we employed some 14 local casual staff while our permanent staff were on various types of leave. NYAS topped up its Employee Provisions for annual, sick, and long service leave as well as the its commitments upon termination of employees.

**Expense Categories for 2005**



Major items of capital expenditure during the year included a motor vehicle and computer and networking equipment.

Proposed capital expenditure in future periods, its timing and the approximate costs are set out below.

<b>Proposed Expenditure</b>	<b>Amount</b>	<b>Timing</b>
Replace Mitsubishi Van	\$35,000	2 <sup>nd</sup> half 2006
Database for Client files	\$10,000	1 <sup>st</sup> half 2006
Convert office to accommodation and additional three crisis beds	\$15,000	1 <sup>st</sup> half 2006

The Management Committee will undertake a detailed cost-benefit review of all proposed expenditure prior to commencing any work or making any purchase.

Siegfried Kunze  
Treasurer  
Management Committee

## MANAGER'S OPERATIONS REPORT

Looking back over the past twelve months a lot has been happening at NYAS in all areas of its services and administration. Before I outline these activities I would like to acknowledge the ongoing commitment and support that I have received from the Management Committee and the staff at NYAS since commencing my role as Manager some eight months ago.

### ***Service Outcomes***

Over the past year NYAS has experienced a high demand for its services, with demand unfortunately surpassing our capacity to provide the support required. For the year ending 30 June 2005, NYAS received a total of 697 enquiries [641 last year] for accommodation of which 128 were accommodated [102 last year]. Except for Dulkara, all services were occupied to capacity for most of the time with 103 enquiries (for crisis accommodation) turned away due to no vacancies.

Of the 128 young people that were accommodated, 28 (21.9%) returned to their families, 26 (20.3%) found alternative crisis, medium term or semi-independent accommodation and 7 (5.5%) moved into independent accommodation in the private sector or community housing. 12 (9.4%) returned to the care of DoCS, 11 (8.6%) moved in with friends, and 25 (19.5%) left the service with unknown destinations. 11 others were only provided with outreach support and 8 others were currently residing in NYAS units at the time of the report.

Some of the highlights over the past year have included:

- Employment of a new Case Worker and the appointment of a care taker has given a much needed boost to the Dulkara service. Dulkara has been full for most of the second half of the year with residents re-establishing family relations, gaining employment, and moving into independent accommodation. One resident has helped design the NYAS web page.
- Creation of a Case Worker position in Penrith Youth Refuge to support young people during the day to achieve their case plans. The position includes working with other local services on developing training and life skill programs for young people residing at NYAS.
- Employment of a full complement of staff and new relief staff, and the introduction of staff appraisals as part of a staff development strategy.
- A renewed partnership with Penrith Street Project which has enabled us to start working on a joint program for homeless young people and to improve services for young homeless people 'sleeping rough'.
- Acquisition of two one-bedroom transitional units, provided through Wentworth Area Community Housing, with one designated for an Aboriginal young person.
- Front page of the Penrith City Star on 9 August, profiling a former Willow Tree resident as part of Homeless Persons Week. An article was also included in the Penrith Press on 23 August.

- Installation of a phone and computer network, a new accounting system and electronic gathering of client statistics to improve service capacities and efficiencies.
- Collaboration with a number of different accommodation, youth and health services, Penrith City Council and local non-government organisations in the submission of funding applications to various bodies.

There have been a lot of organisational changes over the past year, changes that are going to help NYAS better face the issues of youth homelessness in the Nepean District. We are now entering a new phase of operations by reviewing of our policies and procedures, developing a strategic plan, mobilising new resources, strengthening existing partnerships, that will have deeper impact on way NYAS currently operates.

### ***Team Work***

NYAS' Management Committee have provided expert direction and governance to the organisation, and much appreciated guidance and support in my role as Manager. It should be noted that Committee Members are local residents, professionals volunteering much of their free time for the development of NYAS as a genuine community-based organisation.

I would like to acknowledge the ongoing support and commitment of Tracey Wier and to thank her for orientating me into the Manager's position. Tracey continues to assist me in my role as Manager and her wealth of experience in NYAS continues to be an invaluable support.

I am a firm believer that the greatest asset of any organisation is its staff. I was fortunate to have started in my position with an experienced team – Tracey, Vev, George and Geoff – who I have enjoyed working with, and continue to learn a lot from. Amber returned from maternity leave in May and we have recently been joined by four new staff members – David, Cris, Thelma and Villy – who come with different experiences and qualifications and will no doubt help develop NYAS in new directions.

During the year we had to bid farewell to a couple of long serving staff members. Corinna, the Willow Tree Living Skills worker, resigned in March 2005 after working for about five years with young mothers in the area. Geoff resigned in June 2005 after being with NYAS, in various positions, since the mid 1980s. Geoff is well known for his genuine commitment to the welfare of young people and will surely be missed.

Finally (but not least!), special mention and a big thankyou needs to be extended to NYAS' volunteers and relief staff. Chris, our volunteer office assistant has been with us since March 2005, working two days a week keeping us up to date. Jeremy served a short period as the care taker at Dulkara before handing the keys over to Ron in June. Our team of relief workers – Bill, Connie, Cris, Meghan, Michelle, Monique and Tim – have stepped in often at the last minute to ensure that Penrith Youth Refuge stays open 24 hours per day, 7 days a week.

### ***Changes in the Sector***

The accommodation services sector has been undergoing significant changes for some time now, which is placing many organisations under considerable stress. On

the one hand, more young people being referred to crisis accommodation are presenting with high and complex needs. In the past, such young people were accommodated in State run facilities and more recently with fee-for-service providers. Mental health services are also being wound back. As a consequence, more young people with high and complex needs are finding themselves placed into SAAP funded services, services which were never established, staffed or funded to accommodate such young people.

On the other hand, accommodation services are being placed under closer regulatory scrutiny, more demanding administrative regimes, and are under constant pressure to accept referrals which are outside their stipulated target group. All this amid a situation where the vast majority of homeless young people are not even accessing accommodation services, where Government Agencies are struggling to make effective responses to the changing needs of the community and sector, and where funding is not enough to even cover the continued viability of some services.

Accommodation services are responding in various ways. Some are restructuring in order to squeeze more service out of limited dollars. Some have closed their doors. Others are not accepting referrals that fall outside of their target group, leaving beds unoccupied, while other services are struggling to cope with the demand. Some services have turned to the 'market' in attempt to raise funds and try new approaches to old problems. While those who have worked in the sector for long enough may have seen 'new approaches' come and go it is needless to say that the future of youth homelessness and accommodation services will undergo yet some more fundamental changes.

### ***Looking Ahead***

NYAS will continue working according to its service values and vision in the coming year. We are committed to developing a client driven service and ensuring the best outcomes for homeless young people.

We are aware of the changes in the nature of youth homelessness and service provision and have started making a response to these changes. A strategic plan is being developed and the Management Committee has set the direction by establishing the following objectives:

- Expanding existing programs
- Addressing the unmet needs for youth accommodation in the Nepean District
- Developing a holistic service approach, such as vocation training and life skills
- Strengthening links with other organisations to improve service delivery
- Diversifying our funding sources to reflect our growth strategy
- Improving the public profile and image of NYAS in the community

NYAS staff and volunteers will be instrumental in developing and implementing the strategic plan, which has already started through our quarterly 'Review and Planning Days'. Using an Action Research approach, we will continue developing NYAS' responses to youth homelessness.

Joe Magri  
Manager, NYAS

## Service Outcomes – Statistical Report

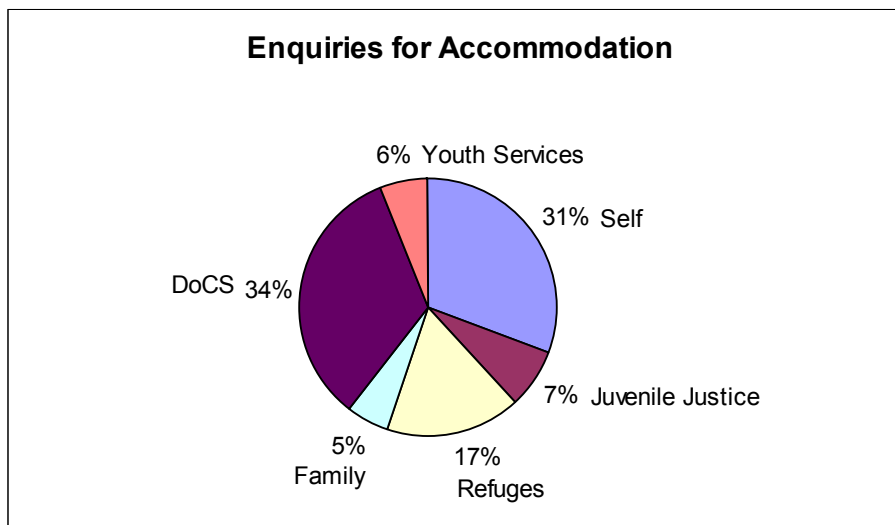
Service	Enquiries	Accommodated	
Penrith Youth Refuge	550	96	17.5%
Willow Tree	52	5	9.6%
Dulkara	40	6	15.0%
Outreach Units	55	10	18.0%
Outreach Support		11	20.0%
<b>Total</b>	<b>697</b>	<b>128</b>	<b>18.4%</b>

### Client Demographics

	Penrith Youth Refuge		Willow Tree		Dulkara		Outreach	
	Male	Female	Male	Female	Male	Female	Male	Female
Gender	48	48	0	5	6	0	3	18
Avg age	15.6		17.8		17.7		18.4	
ATSI	7	8	0	1	1	0	0	1

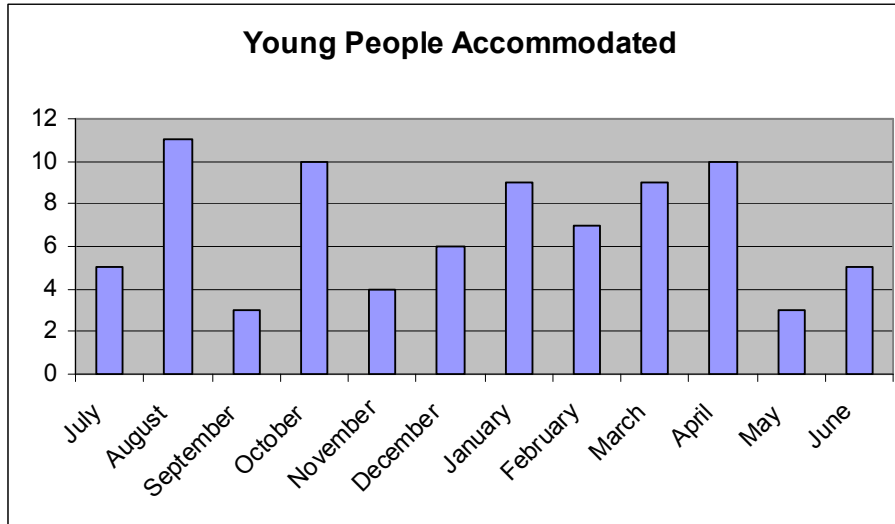
### Penrith Youth Refuge

A total of 550 enquiries for accommodation at the Penrith Youth Refuge were made over the past twelve months, with 96 (17.5%) being accommodated. The largest source of enquires was from DoCS and self referrals, followed by other youth refuges.



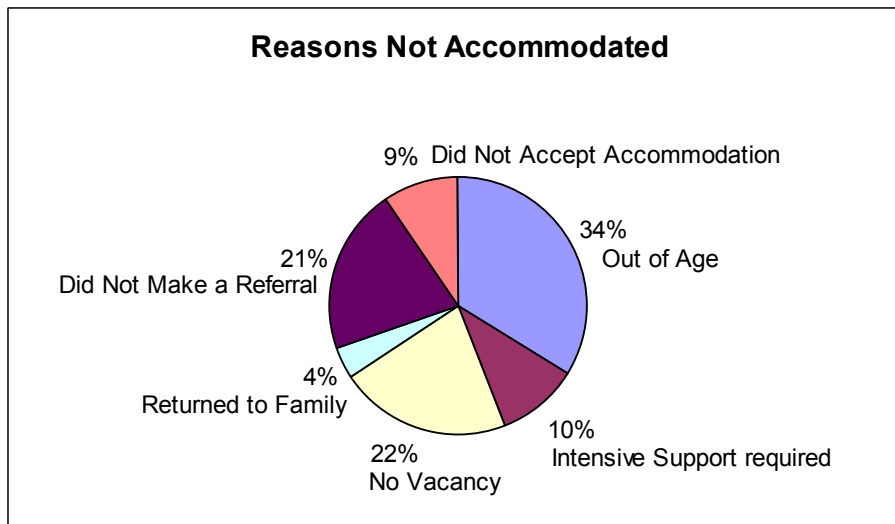
Of the 96 young people accepted for accommodation:

- 61 (63.5%) came from the Nepean district;
- 23 (24%) came from the wider Sydney area; and
- 12 (12.5%) came from outside the Sydney metropolitan area.



Of the 550 enquiries for accommodation, 465 were not accommodated because:

- 98 did not pursue with the referral;
- 18 returned to their families during the referral process;
- 157 were not able to be accepted because they were out of the age range;
- 47 required intensive assistance that was not available through NYAS.
- 101 were declined due to no vacancies at the time of the enquiry; and
- 44 young people seeking accommodation were offered a place but they did not accept the offer for various reasons.

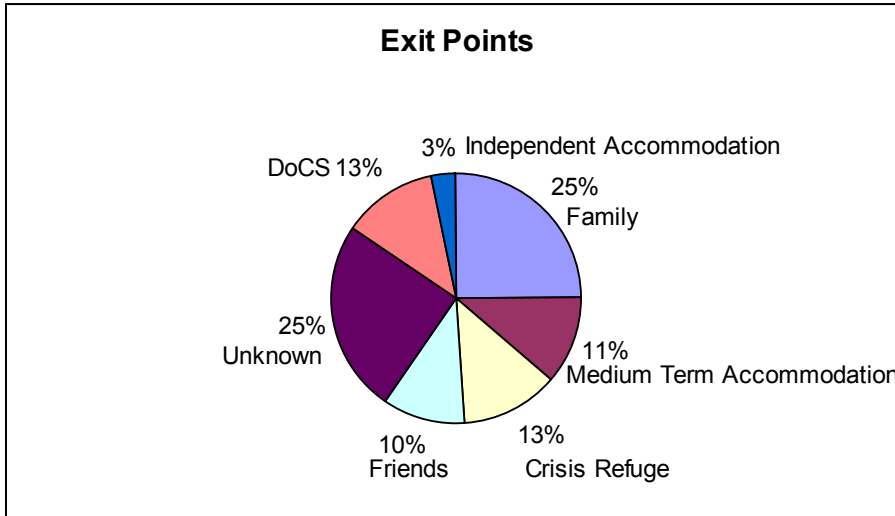


The length of stay ranged from 2 to 83 days with an average of 14.4 days.

Of the 96 young people who were accommodated,

- 24 returned to their families;
- 3 moved into independent accommodation;
- 10 into a medium term refuge;

- 12 to another crisis youth refuge;
- 12 residents returned to the care of DoCS;
- 11 went to live with friends; and
- 24 had unknown destinations.

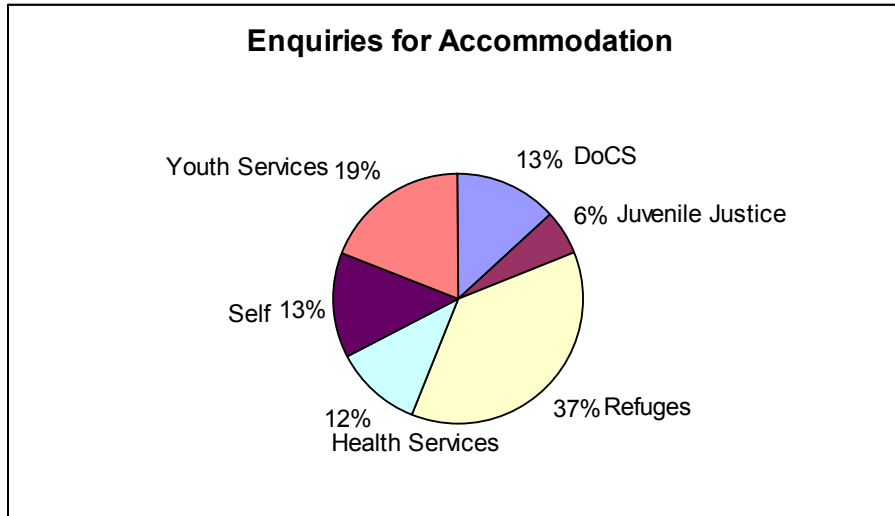


The following changes in social status was also noted:

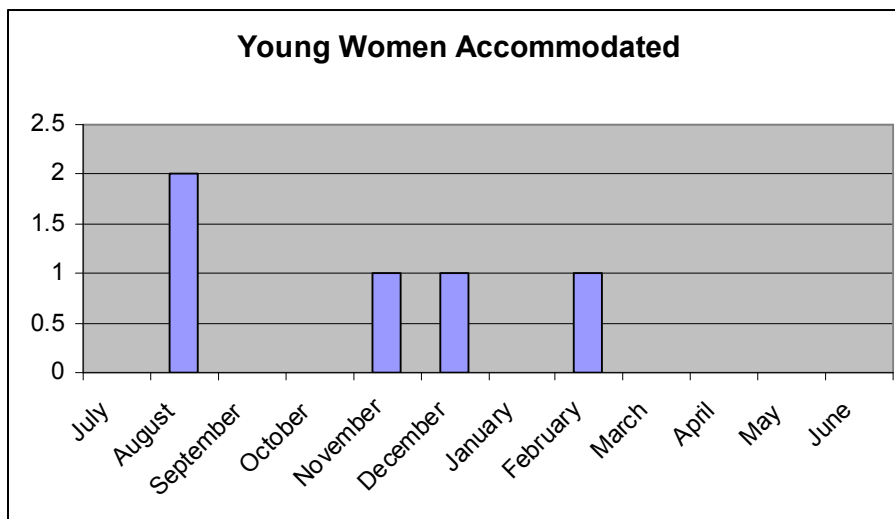
<b>Status</b>	<b>Status Upon Arrival</b>	<b>Status Upon Exit</b>
Student	39	48
Unemployed	49	40
Employed	8	8
<b>Total</b>	<b>96</b>	<b>96</b>

## Willow Tree

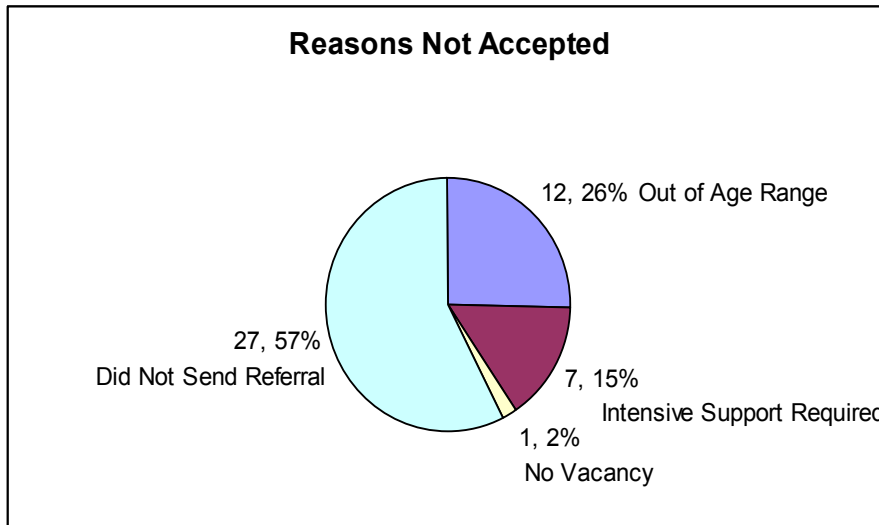
A total of 52 enquiries for accommodation at the Willow Tree Service were made over the past twelve months, with 5 (9.6%) being accommodated. The largest source of enquires was other youth refuges and youth services, followed by self referrals, DoCS, and health services



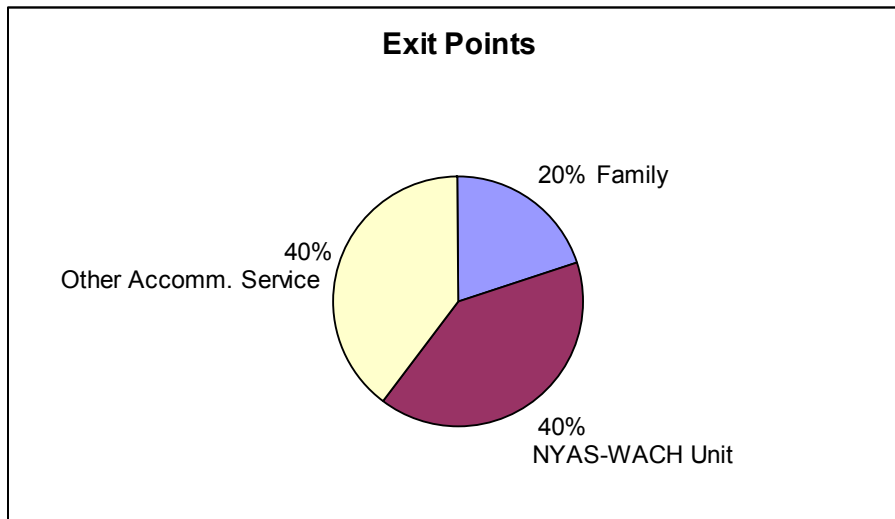
Three of the young females accepted for accommodation came from the Nepean District, while 2 came from other suburbs in Sydney.



Of the 52 enquiries for accommodation, 27 did not pursue with the referral; 12 were not able to be accepted because they were out of the age range; 7 because they required more intensive assistance; and 1 due to no vacancies at the time of the enquiry.

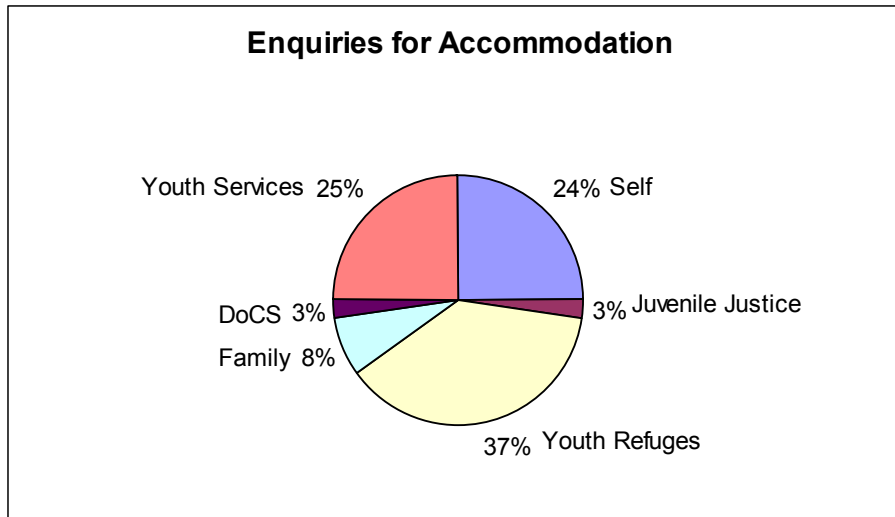


The length of stay ranged from 18 to 350 days with an average of 158.6 days (5.3 months). All 5 residents have since moved on to other accommodation – 1 returned to family, 2 entered Wentworth Area Community Housing units (managed by NYAS), and 2 others moved into accommodation provided by other services.

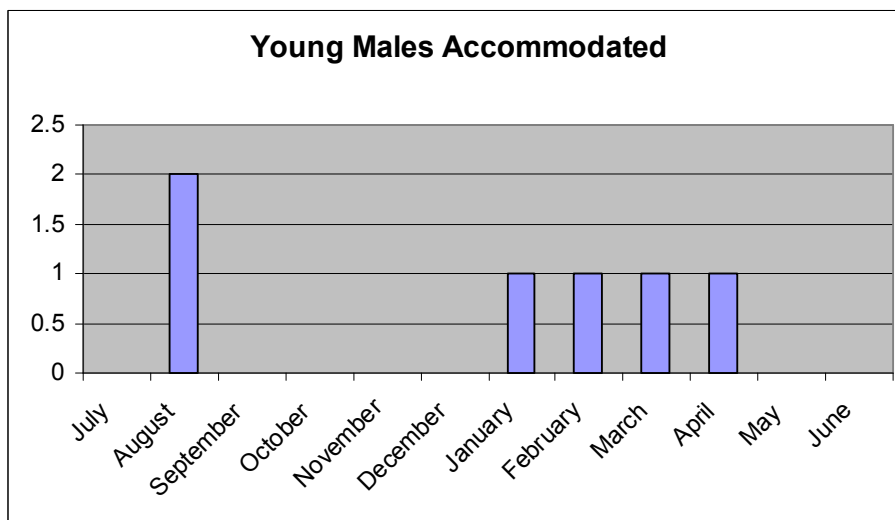


## Dulkara

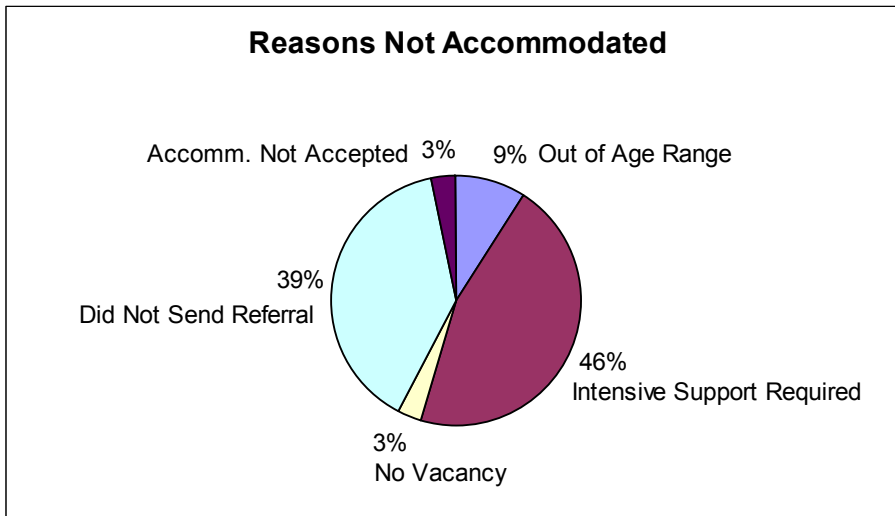
A total of 40 enquiries for accommodation at the Dulkara Service were made over the past twelve months, with 6 (15%) being accommodated. Like Willow Tree, the largest source of enquires were other youth refuges, youth services and self referrals. Referrals were also made by family members, DoCS and Juvenile Justice.



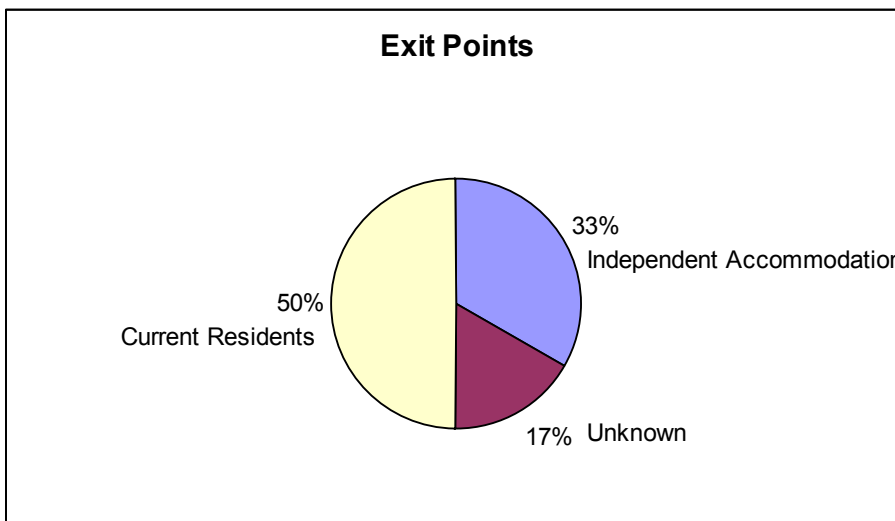
All six young males accepted for accommodation came from the Nepean District.



Of the 40 enquiries for accommodation, 14 did not pursue with the referral; 3 were not able to be accepted because they were out of the age range; and 15 because they required more intensive assistance; 1 due to no vacancy at the time of the enquiry and 1 other declined the offer of accommodation.

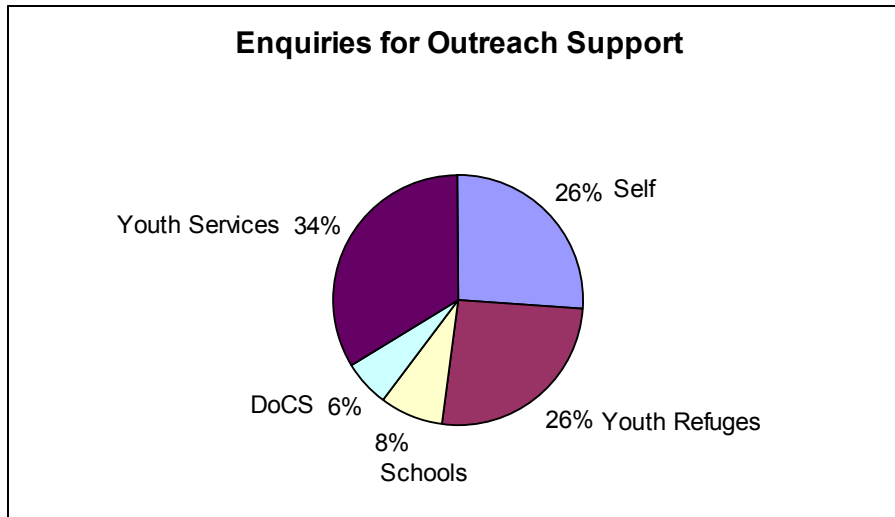


The length of stay ranged from 68 to 156 days with an average of 115 days (3.8 months). Three of the six residents have since moved on to other accommodation – 2 found independent accommodation either on their own or with friends and 1 left the refuge with an unknown destination. The 3 other residents were still at the refuge as at 30 June 2005.



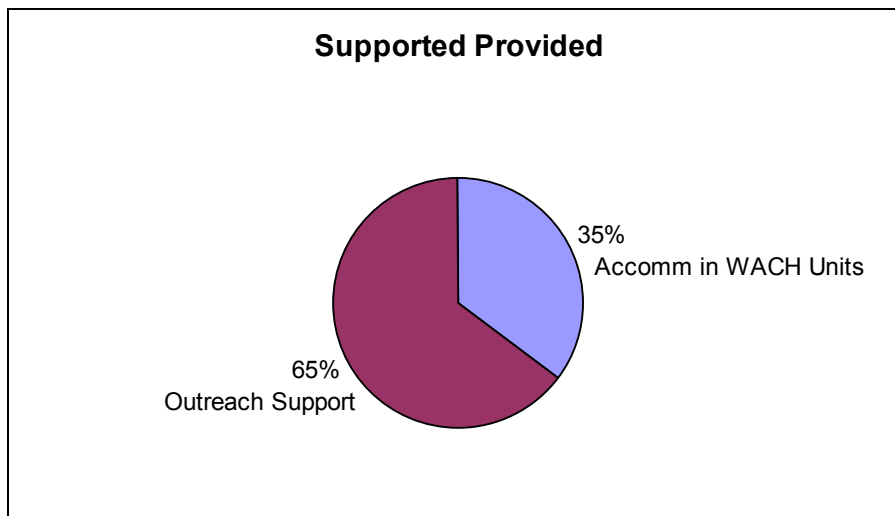
## Outreach Service

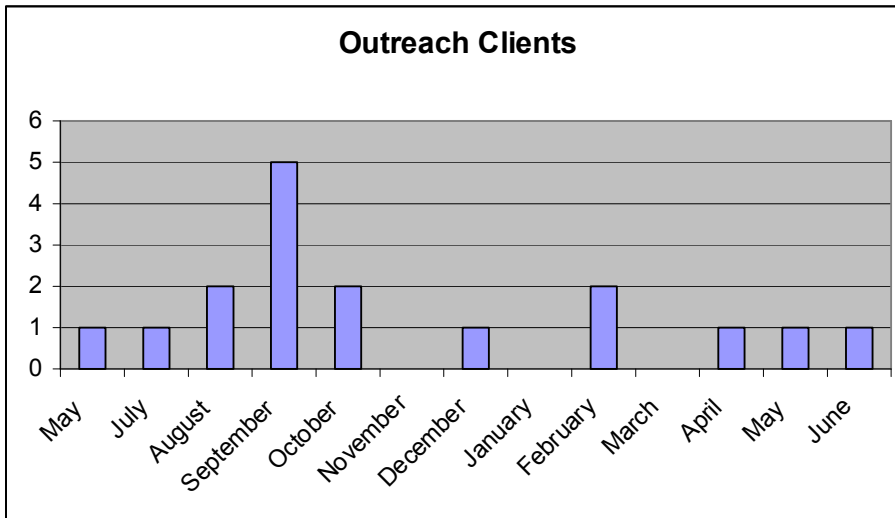
A total of 55 enquiries were made for Outreach Support in the twelve months to 30 June 2005, with 17 (31%) being accepted as clients. Like Willow Tree and Dulkara, the largest sources of enquires were youth services refuges, other youth services and self referrals. Referrals were also made by DoCS and local high schools.



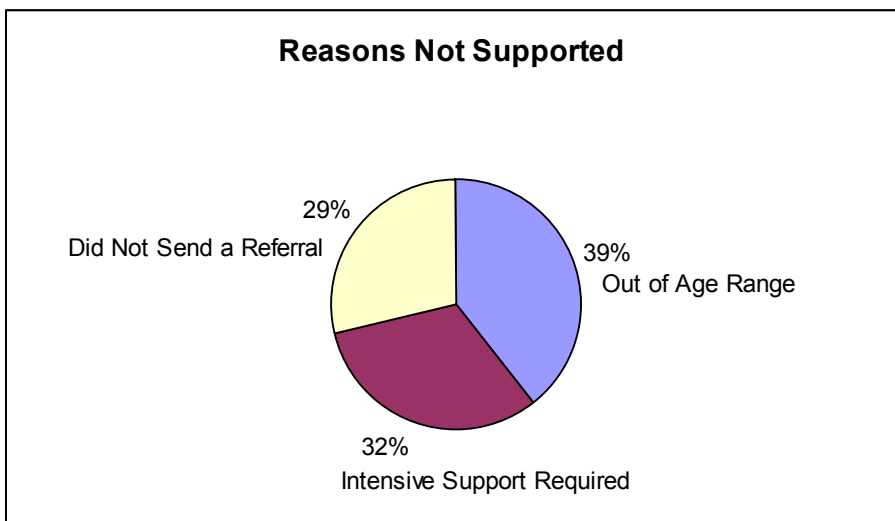
Sixteen of the Outreach clients came from the Nepean District and one from Liverpool. Six of these clients were case managed in transitional accommodation units or bedsits through Wentworth Area Community Housing (WACH) and the remaining 11 were provided with Outreach Support.

A further 4 clients, referrals from last year, were case managed in WACH units during the course of the year. Hence, producing a total of 21 young people being assisted through Outreach Support over the past 12 months.





Of the 55 enquiries for accommodation, 11 did not pursue with the referral; 15 were not able to be accepted because they were out of the age range; and 12 because they required more intensive assistance.



The length of Outreach Support ranged from 2.5 weeks to 16 months, with an average of 4.4 months. There are currently 5 Outreach clients who have been case managed for an average of 10.6 months each.

The length of accommodation provided in WACH units and bedsits to former residents ranged from 8-12 months, with an average of 9.2 months. The six WACH units and bedsits are currently being occupied with 5 new clients (with one of the bedsits currently changing tenants) who have been supported for an average of 6.2 months each.

All six former WACH units and bedsits residents have since moved into either private rental accommodation (2), family (3) or community housing (1).

## STAFF MEMBERS

<b>Manager</b>		<i>Joe Magri</i>
<b>Penrith Youth Refuge</b>	<b>- Youth Workers</b>	<i>Tracey Weir George Golian Amber Donnelley Villy Mantakul</i>
	<b>- Case Worker</b>	<i>Cris Jackson</i>
	<b>- Relief Youth Workers</b>	<i>Connie Van Tongeren Monique Cheeseman Meghan Winckle Michelle Pearn Tim Jeffree Geoff Toole</i>
<b>Willow Tree</b>	<b>- Case Worker</b>	<i>Veronique Pierre</i>
	<b>- Living Skills Worker</b>	<i>Thelma Roach</i>
<b>Dulkara</b>	<b>- Case Worker</b>	<i>David Allard</i>

## ACKNOWLEDGEMENTS

Nepean Youth Accommodation Service Inc. would like to thank and acknowledge the support from the following:

**Department of Community Services  
Supported Accommodation Assistance Program**

*SAAP provides financial support that assists in meeting the needs of young people who are homeless or at risk of becoming homeless.*

**Wentworth Area Community Housing  
and the**

**Department of Housing**

*For their valued contribution in providing additional housing stock for NYAS young people.*

**Local youth and community services, Government agencies,  
Penrith City Council, non-government organisations,  
accommodation services, health services, Aboriginal organisations.**

*NYAS recognises the ongoing efforts and collaboration with more than 30 organisations in the Nepean Area. Their valuable contributions have enabled Staff and Management to carry out the activities of NYAS.*

**Local Businesses and Clubs**

*Lions Club  
Salvation Army  
Amber Tiles  
Penrith Panthers  
Microsoft  
The Good Guys  
Palmolive  
Cannon  
Officeworks  
Dibcon Holdings  
Ansell  
Bunnings Warehouse  
Penrith Bowling and Recreation Club*